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On

A Critical Evaluation of Human Resource Management of Power Sector in India - A Comparative study of PowerGrid and Adani Power

Guided and supervised by

Dr. Kumar A. N. Shahdeo

Associate Professor

Department of Commerce

Marwari College, Ranchi

Submitted by

Pratyusha Gupta

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Roll no.13MP0142

Introduction

In today's highly competitive and turbulent business environment all modern organizations are operating in dynamic changing scenario. Due to increasing complexities and cut throat competition running organizations effectively became challenge for employers. To gain competitive advantage organizations needs to implement unique strategies. Managing human resources is very challenging as compared to managing technology or capital and for its effective management; organization requires effective Human Resource Management system. The success of any organization depends upon the efficiency and caliber of the people of that organization. Moreover, it is difficult to find competent, efficient, knowledgeable and highly motivated people. Skills, experience, knowledge and creativity of people cannot be replaced with any machine. Thus, organizations must learn to recognize and appreciate their human assets along with other assets. It gives fruitful results like enhancing employee commitment, retention and reduced employee turnover. Human Resource Management has the responsibility to maximize efficiency and profit, but in the emerging scenario, the role of HR manager is changing rapidly due to changes in government policies, unions, labour legislations and technology. The trends have taken place in the organization, human resource planning, job design, and motivation, recruitment, skill development and employee relations. The challenges can be faced by HRM effectively, if proper strategies are implemented. Hence, the role of HRM will be more significant in future due to the emerging scenario.

Akio Morita,[1] the founder of leading electronics Company of Japan, Sony Corporation was of the view, "there is no "magic" in the success of success of Japanese companies in general and Sony in particular. The secret of their success is simply the way they treat their employees." Organizations from the very beginning needed some natural resources besides capital, goods, technology and systems as material and financial resources along with human resources for carrying their functions and achieving goals. Out of all these resources, human resources are considered the most important who have to make use of other resources." While all of these are important to organizational effectiveness, the only factor that represents a potential competitive advantage is human resources and how these resources are managed." Human Resources hold the key in comparison to all the other resources.

[1] James A F. Stoner, R. Edward Freeman, Daniel R. Gilbert JR, *Management*, Pearson Education, Indian Branch, New Delhi, 2018, p 375

"Among the resources available to an organization, none are important than its people.

The Governments of the most developed nations are spending a lot of time, money and energy on developing and managing these vital resources. In other nations like Japan, China, Malaysia, Korea and almost all developed nations of Europe as well. Human resources are being considered the biggest driving force for development.

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. In simple words, it can say that it is the management of humans or people. HRM is a managerial function that tries to match an organization's needs with skills and abilities of its employees. HRM is responsible for how people are managed in the organizations. The Foremost and prime HR function in any organization is recruiting the right person and then getting required quality and quantity of work in line with organizational goals which uses various tools and techniques for motivation, appraisal, training, cross cultural management, emerging issues in personnel laws like, sexual harassment etc. Bringing change in organizational processes and procedures, implementing it and then managing it is one of the biggest concerns of HR managers.[2]

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing Human Resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals.

Human Resource Management: Defined

The human resources are multidimensional in nature. From the national point of view, human resources may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees.

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its

[2] Bhatia S.K., Personnel Management, Deep and Deep Publications, New Delhi, 2019, p 18

objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards realization of organizational objectives.

The National Institute of Personal Management (NIPM) of India has defined human resources HRM as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well– being of the individuals and of working groups, to enable them to make their best contribution to its success”.

Dessler Gary defines HRM as "It helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resources as contrasted with physical resources. It is the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.[3]

Encyclopedia *Britannica* defines HRM as "Human Resources Management, the management of the people in working organizations. It is also frequently called personnel management, industrial relations, employee relations, manpower management, and personnel administration. It represents a major subcategory of general management, focusing exclusively on the management of human resources, as distinguished from financial or material resources."[4]

William F. Glueck defines HRM as "that function of all enterprises which provides for effective utilization of people to achieve both the objectives of the enterprise and the satisfaction and development of the employees."[5]

Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of their employer’s strategic objectives. HR is primarily concerned with how people are managed within organizations focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR is also concerned

[3] Dessler, Gary, Human Resource Management, NJ: Pearson/Prentice-Hall, 2004, p16
[4] www.britannica.com/EBchecked/topic/human-resources-management
[5] William F. Glueck, Management, Dryden Press, Illionois, 2012, p 66

with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

Role of HR

The role of Human Resources (HR) within an organization is multifaceted and crucial for maintaining a healthy and productive work environment. Some key responsibilities of HR include:[6]

1. **Recruitment and Selection:** HR is responsible for attracting, sourcing, assessing, and hiring qualified candidates to fill vacant positions within the organization. This involves creating job descriptions, advertising job postings, conducting interviews, and managing the hiring process.
2. **Employee Onboarding:** HR facilitates the smooth integration of new employees into the organization by providing orientation, training, and necessary resources to help them understand their roles, responsibilities, and company policies.
3. **Employee Relations:** HR serves as a mediator between employees and management, handling conflicts, grievances, and disciplinary actions. They also foster positive relationships within the workplace to promote a healthy and respectful work environment.
4. **Performance Management**: HR develops and implements performance appraisal systems to evaluate employee performance, provide feedback, and identify areas for improvement. They also coordinate training and development initiatives to enhance employee skills and competencies.
5. **Compensation and Benefits:** HR is responsible for designing and administering competitive compensation and benefits packages to attract and retain talented employees. This includes salary benchmarking, managing employee benefits programs, and ensuring compliance with relevant laws and regulations.
6. **Policy Development and Compliance:** HR develops and communicates organizational policies and procedures to ensure legal compliance and alignment with company values and goals. They also stay updated on labor laws and regulations to ensure the organization's practices are in accordance with legal requirements.

[6] Metti, Ajay, Human Resource Management, Anmol, New Delhi, 2018, p23

7. **HR Information Systems (HRIS):** HR manages HRIS platforms to streamline administrative tasks such as payroll processing, employee data management, and reporting. These systems help HR professionals efficiently track and analyze workforce metrics and trends.
8. **Talent Management:** HR is involved in talent acquisition, retention, and succession planning to ensure the organization has the right people in the right roles at the right time. This involves identifying high-potential employees, developing career paths, and implementing strategies to retain top talent.
9. **Organizational Development:** HR plays a key role in driving organizational change and development initiatives to enhance organizational effectiveness and adaptability. This may involve restructuring, mergers and acquisitions, culture change initiatives, or leadership development programs.

Overall, HR plays a vital role in shaping the culture, performance, and success of an organization by effectively managing its most valuable asset: its people.

Nature of Human Resource Management

Human resource management (HRM) is an inevitable part of every organisation. It is crucial to have an in-depth knowledge of HRM to realise organisational goals and simultaneously creating a happy and contented workforce.

Pervasive Function: HRM is practised at all levels of management and applies to all kinds of organisations, even to non-profit organisations.

Result Oriented: It aims at achieving organisational objectives through the optimum utilisation of human resources.

Tactful Approach: HRM deals with the people who are distinct from one another; thus the manager needs to apply diverse strategies and tactics at different point of time and in different situations.[7]

People-Centric: Human resource management is concerned majorly with the employees working in an organisation.

Integrative Action: It focuses on maintaining cordial relations among the employees at different levels and also addresses employee grievances.

Continuous Process: HRM is an ongoing process of procurement, development and redirection of personnel towards the organisational goals. It cannot be completed in a day, a week or a month.

[7] Metti, Ajay, Human Resource Management, op-cit, p34

Importance of Human Resource Management (HRM)

Over the years, human resource management (HRM) has gained importance in the business sector, as well as non-profit organisations. Human capital is equally important as the financial capital is to an organisation, since 'people perform a task'.

To add further to the knowledge about the need for human resource in an organisation, go through the following:

Fulfil the Human Resource Requirement: Human resource management fills in the gap between the vacancies in the organisation and the suitable candidates for such positions.

Employee Retention: HRM not only functions to acquire the manpower but also concentrates on the maintenance and retention of the human capital.

Enhance the Quality of Work Life: It focuses on the continuous enhancement of the job facilities, hence improving the quality of employee's work life.

Redressing Grievance and Conflict: HRM addresses the problems among employees or with the management since it is essential for any organisation to resolve its internal conflicts and grievances to ensure a sound and co-operative work environment.

Achieving Organizational Goals: To reach the set objectives and targets on time, it is necessary to direct the employee's efforts towards the organisational goals. All this is possible only through the practice of human resource management.

Long-term Existence in the Market: As it is all know that employees are the inevitable part of any organisation, therefore to survive in the competition, it is imperative that the organisation brings HRM into functioning.

Developing Team Spirit and Feeling of Belongingness: It brings together the different employees as a team to accomplish the goals of the organisation. HRM also make the employees feel valuable to the organisation.

Employee Satisfaction and Welfare: HRM works for the welfare, safety and security of the organisation. It is majorly concerned about the level of satisfaction derived by an employee from his job.[8]

[8] Jyothi P. & Venkatesh D.N., Human Resource Management, Oxford University Press, New Delhi, 2018, p 39

Power Sector in India

Power is among the most vital components of infrastructure, crucial for the economic growth and welfare of nations. The existence and development of adequate power infrastructure is essential for sustained growth of the Indian economy. The fundamental principle of India's power industry has been to provide universal access to affordable power in a sustainable way. The Ministry of Power has made significant efforts over the past few years to turn the country from one with a power shortage to one with a surplus by establishing a single national grid, fortifying the distribution network, and achieving universal household electrification. India's power sector is one of the most diversified in the world. Sources of power generation range from conventional sources such as coal, lignite, natural gas, oil, hydro and nuclear power, to viable non-conventional sources such as wind, solar, agricultural and domestic waste. Electricity demand in the country has increased rapidly and is expected to rise further in the years to come. In order to meet the increasing demand for electricity in the country, massive addition to the installed generating capacity is required. India was ranked fourth in wind power capacity and solar power capacity and fourth in renewable power installed capacity.

Government has transformed power sector from power-deficient to power-sufficient by adding 1,94,394 MW of generation capacity in the past 9 years. The present installed capacity of power generation is around 4,26,132 MW. Out of total generation capacity of 9,943 MW added in the current year 2023-24, 1,674 MW is from fossil fuel sources and 8,269 is from non-fossil fuel sources. During the year, 7,569 MW of Renewable Capacity (Incl. Large Hydro) consisting of 5,531 MW of Solar, 1,931 MW of Wind, 34 MW of Biomass, 42 MW of Small Hydro and 30 MW of Large Hydro Generation Capacity has been added. Every village and household have been electrified. The availability of power in rural areas has increased from 12 hours in 2015 to 20.6 hours and in the urban areas it has increased up to 23.8 hours.[9]

During the current year 2023-24, peak demand has increased by 12.7% to 2,43,271 MW during the current year 2023-24 from 2,15,888 MW during same period previous year and all India peak Shortage has reduced to 1.4% (3,340 MW) with respect to 4.0% (8,657 MW) during the same period previous year. Energy requirement has increased by 8.6% to 11,02,887 MU during the current year 2023-24 from 10,15,908

[9] https://www.ibef.org/industry/power-sector-india

MU during same period previous year. Energy availability has also increased by 8.9% to 10,99,907 MU during the year from 10,10,203 MU during same period previous year. Total Electricity generation including from Renewable Sources during 2023-24 is about 1176.130 BU as against 1092.520 BU during the same period last year showing a growth of 7.7%. During the current year 2023-24, energy shortage at all India level has reduced to 0.3% (2,980 MU) with respect to 0.6% (5,705 MU) during the same period previous year.

For the development of stalled Hydro Power Projects in Arunachal Pradesh, 29 projects of cumulative capacity 32,415 MW were indicated to the Hydro CPSEs (NHPC Ltd, NEEPCO Ltd, SJVN Ltd and THDC Ltd) under Ministry of Power, for taking over as per the basin-wise indication conveyed by the Ministry in December, 2021. NHPC Ltd, NEEPCO Ltd and SJVN Ltd signed Memorandum of Agreement (MoA) with the Government of Arunachal Pradesh on 12th August, 2023, for development of 12 stalled Hydro Electric Projects (capacity 11,523 MW) in the State.

Signing of these MoAs and allotment of these projects to Hydro CPSUs would prove to be a significant step towards harnessing the immense hydro-electric potential of Arunachal Pradesh. Development of these projects will contribute towards achieving the declared Nationally Determined Contribution (NDC) target of reaching 500 GW non-fossil energy capacity by 2030. These projects are also expected to create huge employment opportunities in the region and boost the local economy as well as foster skill development and technical expertise in the region.[10]

Modified Revised Biomass Policy has been issued on 16.06.2023 indicating price benchmarking of biomass pellets and procurement process of pellets. Addendum to the Revised Policy issued on 03.05.2023 for inclusion of Bamboo and its by-products for manufacturing Biomass pellets.

Total Biomass usage in the year 2023 has crossed 2.08 LMT (lakh metric tonnes). Cumulative biomass usage till the year 2023 has crossed 3 LMT. In the year 2023, orders for 31.50 LMT Biomass pellets have been placed. Tendering of ~ 38 LMT of Biomass pellets is under different stages.

Revised Model Contract for Biomass procurement has been issued. Price Benchmarking of Biomass Pellets in NCR, WR & NR for co-firing in Thermal Power Plants has been notified.

[10] https://www.ibef.org/industry/power-sector-india

Bankable project report for pellet-briquette manufacturing has been issued in association with SBI. Exclusive loan schemes for Biomass pellet manufacturing have been launched by SBI and other Govt. Banks.

Provisioning of necessary administrative approvals for Biomass Pellet Plant Installation through National Single Window System (NSWS) has been enabled through launch of NSWS Mission Website as an informative & interactive platform for all stakeholders, with further provision for pellet manufacturers to display the status of readily available pellets along with price. Procurement Provision on GeM portal for Biomass pellets has been made. Raw Biomass has been added as a commodity on e-NAM portal of Ministry of Agriculture and Farmers' Welfare.

During 2023, 14,390 ckm of transmission lines, 61,591 MVA of transformation capacity and 4,290 MW Inter-regional Transfer Capacity has been added.

In the last 9 years, with the addition of 1,87,849 ckm (64.48% increase), the transmission network of 4,79,185 ckm has evolved as the largest national synchronous grid in the world. The total inter-regional capacity to transfer power from one region to another is enhanced to 1,16,540 MW (224.17% increase) from 35,950 MW in last 9 years. Total transformation capacity (220 kV & above) is 12,13,313 MVA (128.69% increase) with addition of 6,79,327 MVA in last 9 years.[11]

Human Resource Management of Power Sector in India

Globally, many organisations are facing transformation in their business activities. It's either about managing their human capital, building partnerships or improving their competitiveness. It is being realized by most of the employers that in order to achieve overall success there is a need to hire good as well as qualified employees. Even the method by which organisations used to set their goals is also changed due to the change in the Dynamics of business globally. All these incidents have provided a special attention towards the need for human resource planning as well as management at different stages of the corporate life cycle of an employee. Additionally, the important factors for the growth and satisfaction of an employee are proficient recruitment and retention practices.

In the present scenario, the workforce in the Power Sector in India like all other industries is getting increasingly diversified, robust as well as having a proper

[11] https://www.ibef.org/industry/power-sector-india

knowledge about the usage of technology. In such a dynamic workforce, job satisfaction has become imperative because it directly affects productivity as well as the success of any organisation. In the past, when the employees are satisfied, they were used to produce work that is of good quality along with making the best use of their performance at the time of exhibiting more creativity.[12] So, the organisations at global level are required to focus more on creating a work environment which should be favourable in order to improve the engagement as well as the satisfaction of employees along with maximizing the profit. It does lead to the transformation of the functioning of HR. Earlier they used to perform operational functions and now have transformed to a business enabler. Those organizations who had welcomed this change were experiencing lower employee turnover, higher satisfaction among their customers as well as stronger employee commitment.

Normally, a public sector organisation used to give prior importance towards the development of human resources besides the fact that they don't consider them as one of the important factors for their organisation because of its bureaucratic nature. While talking about the HR policies of these organisations, one will get to know that there is transparency and a fair way has been adopted while making any kind of decisions. Additionally, the rules, regulations and procedures of the organisations in the public sector have been made in a sensible manner that ultimately helps the employees to understand the management's policy along with improvising their confidence. As the employees are fully aware of the policies, they can make the best use of it. In a public sector, employees even enjoy job security which makes them free of any kind of fear of losing their job and thus, can be able to concentrate on their work more effectively which ultimately leads to the growth of organizations.

Despite laying down the practices of HR and various other policies, the public sector somehow failed in its proper implementation within the organisation. There is a lack of communication between the employees either the superior or subordinates within the organisation. As there is job security in the public sector, but on the other hand, it lacks the method by which they can provide opportunity to its employees so that they can enhance their skill and knowledge while working within the firm which as a result hinders the growth of any organisation in the public sector. Yet, there is a training program for the newcomers but again it lacks its proper implementation. Hence, we

[12] Sheth N.R., Verma Pramod, Some thoughts on HRM in emerging issues in HRM, Oxford and publishing Co., Delhi, 2017, p 43

can say that the overall scenario of practices going on in a satisfactory manner in the public sector enterprise can be considered as moderate degree.[13]

The Power companies in the Private Sector not only give importance to the development of human resource but also consider it as one of the important factors for the business success. The characteristics of the HR policies and practices of these organisations are the transparency, neutrality and performance first approach. Additionally, the rules, regulations and procedures of the organisations in the Private Sector have been made in a manner that align and direct the employees' performances towards the organization's business goals. In terms of job security and stability, the private companies are much more unpredictable compared to the Public Sector companies; however, they try to compensate the same by providing the employees more exposure and faster growth opportunities.[14]

Along with laying down the HR policies and practices, Private Sector organisation often does their best towards implementing them. There is a proper communication channel among the employees either superior or subordinate provided by the organisation in order to maintain the flow of counselling and feedback among the employees.

Thus, it can be said that the overall scenario shows that HRM practices are significantly more efficient in the private sector enterprises.

The major difference between the HR practices of the Public and Private Power Sector companies lies in the primary focus or the originating philosophy. The private sector power companies are very much focused on the "Strategic" part of the HR with an aim to create a competitive edge in this extremely competitive market. The focus is more towards "Motivators" by keeping the practices and efforts towards the 'Hygiene' factors to the optimal level. The private sector companies have a limited budget and they are pushed to achieve their targets to sustain in this highly competitive market. These companies rarely have the luxury to wait till they fail. Though less compared to the private companies from the other sectors like – IT, ITeS, Aeronautics, Aviation, Hospitality etc. the 'Pro-activeness' towards change is higher compared to their public sector counterparts.[15]

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[13] Dale S. Beach., The Management of People at Work, McMillan Publishing Co., New York, 2016, p 72

[14] https://www.power-grid.com/human-resources-transformation-for-power-and-utilities-companies

[15] ibid

Profile of PowerGrid

Power Grid Corporation of India Limited is an Indian central public sector undertaking under the ownership of the Ministry of Power, Government of India. It is engaged mainly in transmission of bulk power across different states of India. It is headquartered in Gurugram. Power Grid transmits about 50% of the total power generated in India on its transmission network.

This is Power Grid Corporation of India Limited's first Integrated Report for the reporting period FY 2022-23. As they embark on this journey, this report provides an overview of the financial and non-financial performance that have contributed to building both short and long-term value for the stakeholders adhering to the 3 key fundamental aspects of the sustainable business strategy, i.e. Environmental, Social, Governance (ESG). They consider the first Integrated report to mark a paradigm in being a medium to reflect and communicate the concerted efforts they have been making for the past many years in most effective and consistent manner and they strongly believe that it will be a stepping-stone towards an enlightening journey.

Power Grid operates throughout India and covers 90% of country's interstate and inter-regional electric power transmission system and its business segments include Transmission, Consultancy, Telecom and ULDC/ RLDC.

The company managed 177,790 ckm of transmission lines, 278 substations and Transformation capacity is 5,27,446 MVA as on 30-04-2024. Examples of Power Grid-owned stations include the Vizag back-to-back HVDC converter station, the Chandrapur back-to-back HVDC converter station, the India Sri Lanka HVDC Interconnection, and the Talcher–Kolar HVDC system.[16]

Power Grid is listed on both the BSE and the NSE. As of 30 September 2010, there were 792,096 equity shareholders holders in Power Grid. Initially, Power Grid managed transmission assets owned by NTPC, NHPC Limited and NEEPCO Limited. In January 1993, the Power Transmission Systems Act transferred ownership of the three power companies to Power Grid. All employees of the three companies subsequently became Power Grid employees.

This company's financial statements and disclosures, including the Directors' Report, Management Discussion and Analysis, and Corporate Governance Report comply with the Companies Act of 2013 and its regulations, Indian Accounting Standards and

[16] https://www.powergrid.in/en

the SEBI (Listing Obligations and Disclosure Requirements) Regulations of 2015. The non-financial section is guided by the International Integrated Reporting framework with guidance from the International Integrated Reporting Council (now the Value Reporting Foundation). Key Performance Indicators (KPIs) are prepared in reference to the Global Reporting Initiative (GRI) Standards. The Business Responsibility and Sustainability Report (BRSR) refers to the Ministry of Corporate Affairs' National Guidelines on Responsible Business Conduct, which align with the United Nations Sustainable Development Goals (UN SDGs) regarding environmental, social, and governance responsibilities of businesses. All the non-financial aspects of POWERGRID for this reporting period covers the business activities of POWERGRID on a consolidated basis. (only covering the fully owned subsidiaries and excludes the Joint Ventures and Associate Companies for this reporting period). However, the financial performance wherever considered for any calculation/ reporting, has been done on a consolidated basis which includes all JVs, Subsidiaries and Associates.

During 2022-23, POWERGRID added 2,972 circuit km of Extra High Voltage transmission lines, 28,990 Mega Volt Ampere of transformation capacity, and 9 new substations. Several important projects have been commissioned which include the 400kV D/c Jeerat (New) – Subhasgram line 400kV D/c Lower Subhansri-Biswanath Chariyali line-I, 400kV D/c Mohindergarh-Bhiwani line, etc. in the inter-state segment and the Bhind-Guna transmission system in Madhya Pradesh, Rampur-Sambhal Transmission System in U.P in the intrastate segment. In a first for the country, the Company commissioned a green field digital 220/66kV sub-station at Chandigarh during 2022-23. The Company made a capital investment of Rs.9,212 crore and capitalized assets of Rs.7,413 crore on a consolidated basis during the year. On the operations front, transmission system availability of 99.82% was achieved and trippings per line were reduced to 0.27 during the year. These achievements demonstrate the Company’s capabilities to maintain a large and complex transmission network consistently at high levels of operational performance. In the International Transmission Operation and Maintenance Study published in February 2023, the Company has been recognized as a Best Performer (High Performance and Low Cost) both for transmission line and substation maintenance, and best in transformer maintenance. Keeping in view the growing cyber security concerns, a Cyber Security Operations Centre has been set up to monitor the network traffic. The consolidated

income of the company for the year 2022-23 was Rs. 46,605 crores, an increase of 9% compared to the previous year. The Profit After Tax for the year was ₹15,417 crore, which after excluding the exceptional items, is an increase of 11% over the previous year. They have declared and paid an interim dividend of ₹10 per share and proposed a final dividend of Rs. 4.75 per share which shall be paid upon the approval. The total dividend payout has been increased to 67% from 60% in the previous year, aligned with the policy to balance dividend payments and retained earnings for growth.[17]

HR Practices at PowerGrid:

POWERGRID's exceptional excellence that has led us to become a world-class power transmission organization is a reflection of the competent, dynamic and motivated 8,536 employee who have acted as core enablers of the continuous growth and unmatchable operational efficiency. The people are the greatest strength. It is their undeterred determination and commitment to the nation and the organization that has helped India to achieve the milestones it had set out in its power transmission journey. They care for the people and endeavour to foster a high-trust, efficacious, and purposeful work culture where the people feel belonged and empowered. Given the industry dynamics and rapidly changing ambit of skill requirements, they aim that the employees to stay ahead of the curve in the face of changing realities. The capacity building strategic priorities are - finding the right fit first by putting forth enticing employee value propositions and then empowering them to sustain and thrive. Inspired by this methodology, they have adopted a holistic approach to human capital enhancement that focuses on multiple spectrums of talent management simultaneously.

Through continuous learning and skill enhancement, POWERGRID strives to create best-in-class organizational capabilities possessing future ready skills for unrivalled market competitiveness. For us, the growth of the organization and the growth of the people are mutually reinforcing. They strive to equip the people with efficiencies that enable them to excel within and beyond the circumference of POWERGRID. The reskilling and upskilling initiatives are rooted in the organizational value - Zeal to Excel and Zest for Change. They provide a wide range of training to the employees including induction, hands-on, managerial, and behavioural programs. In the last 2

[17] https://www.powergrid.in/en

years, they have conducted more than 9,31,672 learning hours of training, out of which 4,94,144 hours were conducted in FY 22-23. In 2021-22 and 2022-23, the average training man days per employee were 6.41 and 7.40 respectively. The training expenditure (excluding Travelling Expenses) was Rs.27.11 Crore and Rs 35.39 Crore in 2021-22 and 2022-23 respectively. This reporting year, 575 training.[18]

Power Grid Corporation of India Limited (POWERGRID) is known for implementing various HR practices to ensure employee satisfaction, engagement, and development. Some of the HR practices typically observed at Power Grid may include:

- **Employee Training and Development:** Power Grid emphasizes continuous learning and skill enhancement among its employees. They offer various training programs, workshops, and development initiatives to keep their workforce updated with the latest industry trends and technologies.
- **Performance Management System:** The company likely employs a robust performance management system to set clear goals, provide regular feedback, and evaluate employee performance. This system helps in recognizing and rewarding top performers and identifying areas for improvement.
- **Employee Welfare Programs:** Power Grid may offer a range of employee welfare programs aimed at enhancing the overall well-being of its workforce. These may include health and wellness initiatives, employee assistance programs, and recreational activities.
- **Diversity and Inclusion Initiatives:** Power Grid likely promotes diversity and inclusion within its workforce. They may have policies and programs in place to ensure equal opportunities for all employees regardless of gender, ethnicity, or background.
- **Work-Life Balance Initiatives:** The company may offer flexible work arrangements, such as telecommuting options or flexible work hours, to help employees achieve a better work-life balance.
- **Employee Engagement Activities:** Power Grid likely organizes various employee engagement activities such as team-building events, cultural celebrations, and employee recognition programs to foster a positive work environment and enhance employee morale.

[18] Powe Grid Annual Report 2022-23

- **Career Development Opportunities:** The company may provide career development opportunities such as job rotations, mentoring programs, and leadership development initiatives to help employees grow and advance in their careers.
- **Safety and Occupational Health Programs:** Given the nature of Power Grid's operations, ensuring employee safety and health is crucial. The company likely implements comprehensive safety training programs and occupational health initiatives to maintain a safe working environment for its employees.

These HR Practices are essential for Power Grid to attract, retain, and motivate talented individuals, ultimately contributing to its overall success and effectiveness in the power transmission and distribution sector.[19]

Profile of Adani Power

Adani Power is an Indian multinational power and energy company, subsidiary of Adani Group and based in Khodiyar in Ahmedabad, India. It is a private thermal power producer, with a capacity of 15,250 MW and operates a mega solar plant of 40 MW at Naliya, Bitta, Kutch, Gujarat. Adani Godda Power is implementing a 1,600 MW plant at Jharkhand. The company has signed long term power purchase agreements of about 9,153 MW with the government of Gujarat, Maharashtra, Haryana, Rajasthan, Karnataka, and Punjab.

At Adani Power, they are engaged in a business that is expected to provide a building block for national prosperity. They are in business to supply reliable power. At Adani Power, they went into business to provide abundant power with the objective to eliminate power shortages and ensure that enhanced supply increased demand. They believed that this would provide the foundation for improved power infrastructure and adequate power availability to meet demand that helped catalyse India’s per capita power consumption towards the global average. The result of this commitment is that Adani Power has emerged as India’s largest and efficient private thermal power producer in a short period. At Adani Power, they went into the business of conventional power generation with a commitment to invest in the most advanced technologies that improved resource efficiency, minimised wastage or emissions, and maximised reliability. The result of this commitment is that Adani Power is deploying

[19] Powe Grid Annual Report 2022-23

state-of-art and the cleanest technologies within the coal-based power generation sector.[20]

India is one of the most exciting global economies. The country is building its infrastructure across sectors with unprecedented capital outlays. At the Adani Group, they have built the various businesses around this national priority. At Adani Power Limited, they are investing in India's growth story through a structured approach.

The Company reported a commendable performance in FY 2022-23 with stable volumes despite high import coal prices and a shortage of domestic coal in the light of growing power demand. This speaks volumes about the operating excellence and deep expertise built by the organisation in various spheres. The Company also registered a sterling financial performance with strong revenue growth, robust EBITDA margin, and its highest ever post-tax profitability, which helped strengthen its Balance Sheet. The Company has been actively pursuing a deleveraging strategy with the help of liquidity released by the recovery of regulatory receivables after long-standing petitions reached their logical end in the highest judiciary of the country.

During the year under review, APL's operating performance was constrained by high import coal prices in the case of coastal plants and domestic coal related constraints at plants with open capacities. APL achieved a consolidated PLF of 47.9% and sales of 53.39 BU in FY 2022-23, as compared to PLF of 51.5% and sales volume of 52.27 BU in the previous financial year. This was achieved through vigorous efforts on all fronts, from maintaining high plant uptimes to ensuring timely fuel supply to gainfully placing untied capacities in the medium and short-term markets. The company reported strong 36% revenue growth to Rs. 43,041 Crore for FY 2022-23. This improvement was the outcome of a number of reasons: improved tariffs intended to cover a high import coal price, higher one-time revenue recognition of pending regulatory claims that are now settled, as well as the addition of 1200 MW capacity of the Mahan Energen Ltd. (MEL) plant, which was acquired in March 2022. Despite the high input costs, the company posted a strong EBITDA at Rs. 14,312 Crore for FY 2022-23 as compared to Rs. 13,789 Crore for FY 2021-22. The Company was able to achieve a quick turnaround of MEL, which was a financially distressed asset before acquisition, by leveraging APL's considerable skills and operational excellence. Profit after tax registered in FY 2022-23 was higher by 118% at Rs. 10,727 Crore, compared

[20] https://www.adanipower.com/

to Rs. 4,912 Crore for FY 2021-22, following an adjustment in provisions in the wake of corporate restructuring. Improved profitability resulted in an increase in net worth, and better liquidity on account of a release of regulatory receivables allowed the Company to prepay some term debt, leading to a significantly stronger Balance Sheet.[21]

Over the last few years, the Company has been undertaking wide-ranging initiatives and rigorous follow throughs for a holistic and organisationwide transformation exercise to achieve excellence across five key areas: operational performance, financial excellence, fuel management excellence, regulatory and commercial excellence, and gainful placement of open capacities. It has been able to make significant progress in these areas during FY 2022-23. They also undertook an exercise of corporate restructuring to improve operating efficiencies, ease the flow of liquidity between plants generating surpluses and projects requiring fund infusion, and to improve scale benefits. As a part of this exercise, six operating subsidiaries of the Company were amalgamated with it, resulting in a single entity with 12,450 MW of strategically located and efficient power generating capacity. This initiative will empower it to benefit from various economies of scale coupled with improved operating efficiency.

HR Practices at Adani Power:

Adani Group has been on a tremendous growth trajectory during the past few years. Company has become a diversified conglomerate with global repute and presence. With the growth of group businesses and the 3,155-employee strength, it becomes critical to have in place a unified policy, process and system that could address and resolve the grievances of employees in a fair and timebound manner. Effective and timely management of employee grievances is one of the most critical aspects of Employee/Industrial R.elations. Grievances are the sign of an employee's discontent with his/her working conditions, processes, policies, welfare measures, opportunities for growth, supervision etc. Thus, it is imperative for us to have in place a formalized Grievance Management Process, that will provide employees a platform for voicing their concerns and getting them addressed in a fair manner.

The Company's human resource goal is to create a workforce that is aligned with the organisation's mission, vision and values. The Company aims to attract, develop and

[21] https://www.adanipower.com/

retain top talent to create a work environment that promotes employee engagement, growth and productivity. The Company aspires to develop a positive and productive work environment that supports the organisation's success.

- **Recruitment and Selection:** Recruitment is a crucial aspect of talent effectiveness as it directly impacts the quality, diversity and productivity of the organisation's workforce. APL uses recruitment strategies that can attract a diverse pool of candidates; it has employed a rigorous selection process to ensure that it hires the right talent. With a focus to build a strong talent pipeline and improve diversity, Adani Power hires graduate engineer (trainees) from top NIRF-ranked colleges. The Company implemented bestin- class recruitment platforms for enhanced experience to the prospective hires and to improve turnaround time. The Company's initiatives like Adani Summer Internship Programme (ASIP) and Accelerated Leadership Programme (ALP) are gaining momentum in the creation of a strong talent network.
- **Learning and Development:** Adani Power invests in employee learning and development. The employees are provided opportunities to learn skills, attend workshops and conferences. The Company runs Fulcrum, a flagship senior leadership development programme conducted round the year. The Company runs learning and development programmes like Takshila (sixmonth certification programme in collaboration with ISB, Hyderabad) and Northstar, which collaborates with prestigious universities. The Company launched Adani Functional Leadership Programme (AFLP) in 2022-23 where young talents are mentored by top leaders for a year. The Company conducts the First Time Manager programme for employees promoted to managerial roles. The Company increased the training duration for graduate engineer trainees to nine months, resulting in holistic development. The Company implemented learning initiatives such as Fulcrum, Takshila, Northstar and First time Managers. It adopted e-learning modules under e-vidyalaya.
- **Performance Management:** The Company's performance management system helps employees understand their roles and responsibilities, set goals and receive feedback. A focus on performance conversation helps set expectations from both sides (subordinates and managers). The robust process of third-party behavioural

assessment helps identify high potential employees. The Company ensures a fair job evaluation to ensure the right fitment in appropriate grades.

- **Succession Planning:** The Company's succession planning framework identifies capable leaders ready to assume critical roles. The process begins with the identification of critical roles and appropriate functional and behavioural competencies to identify potential successors for roles. Based on the identified gaps, Individual Development Plans are prepared and successors groomed. The Company constituted a two-tier talent council at the corporate and plant levels to review talent development.
- **Diversity and Inclusion:** The Company promotes workplace diversity and inclusion. The Company created a culture that values differences and provides equal employee opportunities. There has been a conscious effort to improve diversity by improving the gender mix at the entry level.
- **Talent Acquisition:** Adani Power focused on talent acquisition, collaborating with the Adani Group to hire around 300 graduate engineer trainees from the top 100 NIRF-ranked colleges.
- **Employee Engagement:** The Company implemented initiatives to improve employee engagement. It conducted employee engagement surveys, internal customer satisfaction surveys, employees connect programs, wellbeing programs and employee recognition programs.
- **Integration of newly acquired entity at Mahan**: The Company harmonised the integration of the recently acquired Mahan plant through role-based titles. The Company's policies were seamlessly implemented.

These HR practices are crucial for Adani Power to attract and retain talented individuals, drive employee engagement and productivity, and ultimately achieve its.

Review of Literature

Some studies of human resource management have been made in the past; they mainly focus on large and complex modern enterprises in co-operative and public sectors, but do not provide insight into private organizations due to funding facilities and legal obligations. Only big organizations can afford to have a separate department for human resource management due to the expenditure involved. Further, certain Acts such as the Factories Act, the Payment of Wages Act, Payment of Bonus Act,

and the Industrial Disputes Act make it a statutory obligation on the part of the big factories to maintain a certain level of human resource management practices. Only a few studies of private organizations have been made. Some of the important studies conducted on human resource management are reviewed.

Kumar K. K. (2019)[22] also points out that interventions and regular performance feedback are important factors in skills retention. Therefore, the training, development strategy and the performance management system process should be aligned tightly with the overall retention strategy of the organization. Development programmes are reflecting the needs of succession plans and seeking to foster leadership skills. In addition, there is a growing interest in pay-for-performance plans focused on small groups or teams. Small group pay plans provide monetary rewards based on the measured performance of the group or team.

Jayan Kapil (2018)[23] evaluate the performance of employees accurately and fairly. Fair and accurate evaluation of employee performance can be achieved through holding raters accountable for their ratings and setting a reward policy for accurate ratings. Furthermore, employees should also be given an opportunity to help set their performance objectives and voice their concerns, so that they can perceive the performance evaluation as fair. In addition, performance information can be collected from multiple sources and can be reviewed by others, such as higher-level management. It will lead to fair and accurate results. Supportive and effective feedback can create conditions that encourage employees to find their own direction and guide their own activities.

Nayar K. (2019)[24] states that many contemporary organizations are placing a greater emphasis on their performance management systems as a means of generating higher levels of job performance. In order to facilitate employee engagement, they propose that achieving performance gains can be better accomplished by aligning the performance management system. A paradigm proposed for engagement, management that integrates the paper's core points and suggests a new perspective to think about how employee engagement can be fostered and controlled to achieve high levels of job performance.

[22] Kumar K. K. (2019) The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. journal of organizational behaviour

[23]Jayan Kapil (2018) Human resource management practices in Power industries in India, Asia Pacific Journal of Social Science, 1, 154- 173

[24] Nayar K. (2019) The influence of employee rewards, human resource policies and job satisfaction on the retention of employees, European Journal of Business and Management, 5(12), 13

Chauhan Daisy & Chauhan S.P (2018)[25]in their research paper entitled as "Future Directions for HRD: Aligning the HR Function to Organizational Goals" have depicted that HRD is a non-stop process. With the accomplishment of certain goals there is need to re-examine HRD needs, priorities, instruments and strategies, HRD can be think about as an end and a means towards an end. HRD can convert the organization into a human system by developing their commitment and integrating the human being employees with the organization. HRD holds the solution for economic development through enabling people to become more creative and investing in human resources pays in the long run. The main challenge for organizations is therefore to build an "HRD spirit" within the organizations where the emphasis is more on approaches that are result-oriented and employee cantered, integrating the HRD approach with the organization.

Madhurendra K. Varma (2018)[26] in his article "HRD and Beyond...For Excellence", concluded that Human Resource Development is one of the key factors to excellence and it plays crucial role for the development of organizations. Author discussed the need for human resource development in organization. He also pointed out the key elements of HRD and their application to organizations. The author focused the need for developing the employees so as to enable them to perform the jobs effectively. The Author realized that the importance of the human resource will keep growing in future.

Agarwal Mayank (2019)[27]in his study found out that positive attitude of the employees towards the appraisal system should be created, the performance appraisal system should be treated as 'problem solving system, all promotion should be made purely on performance basis, organization must have the participative approach of employees in the Performance Appraisal system, training should be given about the Performance Appraisal system, proper feedback system should to be provided for the employees and good performance should be appreciated by providing promotion, rewards etc.

[25] Chauhan Daisy & Chauhan S.P. (2018) Future directions for HRD: Aligning the HR Function to Organizational Goals, published by Management & Change, Vol.6 No. 2

[26] Madhurendra, K. Varma (2018) HRD and Beyond ... For excellence, Journal of International Management Studies, 1(1)

[27] Agarwal Mayank (2019), A Critical Evaluation of Performance Appraisal in Selected Industrial Organization" The M. Phil thesis submitted at Dissertation, Shivaji University, Kolhapur

Singh Roshan and Mohanty Madumita (2014)[28] carried a review on training practices and employee productivity and impact of training on employee productivity across various sectors. They discussed that some studies have found a positive association, some negative and some no association in between training practices and employee productivity. According to comparison and analysis studied they suggested that the impact and effect of training practices on employee productivity varies for different industry. The paper concludes with directions for future research by applying different level of analysis on exploring the impact of training practices on employee productivity.

Pandey Ratnesh (2014)[29] In this study focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. It also termed development as a continuous process whereas training has specific areas and objectives. This review paper states that employee training and development programs are important aspects which are needed to be studied and focused on. It also suggests the need for training & development which can be determined by the employee's performance deficiency. According to this review paper the major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. She suggested that every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization as training and development programs improve the quality of work-life by creating an employee supportive workplace. This review paper concluded that training plays an important role in the competent and challenging format of business in this competitive world and enhances the overall performance of an organization in various ways.

Taneja Parek (2015)[30] has discussed three elements of training such as purpose,

[28] Rohan Singh and Madhumita Mohanty (2014) Impact of Training Practices on Employee Productivity: A Comparative Study Inter Science Management Review (IMR)
[29] Pandey Ratnesh (2014) A Literature Review on Training & Development and Quality of Work Life, Researchers World, Journal of Arts, Science & Commerce
[30] Taneja Parek (2015) Training Instruments for HRD, Tata McGraw Hill, New Delhi

place and time. Training without a purpose is useless because nothing would be achieved out of it. After having identified the purpose of a training program, its place must be decided i.e. whether it has to be on the job or off the job. Place would decide the choice of training method and also influence its effectiveness. Training must be provided at the right time. A late training would provide outdated knowledge, which would be useless for the employees. The purpose of training is to bring about improvement in the performance of the human resources. Employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

Pareek Udai (2015)[31] has described three elements of training such as purpose, place and time. Training without a purpose is useless because nothing would be achieved out of it. After having identified the purpose of a training program, its place must be decided i.e. whether it has to be on the job or off the job. Place would decide the choice of training method and also influence its effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

Kulkarni Pallavi (2016)[32] carried out a literature review on training & Development and quality of work life**.** This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. It also termed development as a continuous process whereas training has specific areas and objectives. It also suggests the need for training & development which can be determined by the employee's performance deficiency. According to this review paper the major areas where employees are normally trained in an

[31] Udai Pareek (2015) A Study on Training and Development in Indian Banks, National monthly refereed Journal of reasearch in commerce & management www.abhinavjournal.com

[32] Kulkarni Pallavi (2016) A Literature Review on Training & Development and Quality of Work Life, Researchers World, Journal of Arts, Science & Commerce

organization are Soft-skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. She suggested that every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization as training and development programs improve the quality of work-life by creating an employee supportive workplace.

Relevance of the Study

The study titled "A Critical Evaluation of HR Practices of Power Sector in India - A Comparative Study of PowerGrid and Adani Power" holds significant relevance as it delves into the intricacies of human resource management within the vital power sector of India. By comparing the HR practices of two prominent companies, PowerGrid and Adani Power, the study offers valuable insights into industry dynamics, organizational cultures, and best practices. It serves as a benchmarking tool, allowing for the identification of strengths and areas for improvement in HR strategies. Furthermore, the study sheds light on emerging trends, innovations, and challenges within the sector, such as talent retention and adapting to regulatory changes. These findings can inform policymakers, industry stakeholders, and HR professionals about the effectiveness of current practices and guide future interventions or recommendations. Additionally, the study contributes to academic literature, providing empirical evidence and insights into HR management in the context of the energy industry, thereby enriching scholarly discourse and facilitating further research in this area. Overall, the study's findings have practical implications for enhancing HR effectiveness, organizational performance, and sustainability within the power sector of India.

Limitation of the Study:

While the study "A Critical Evaluation of HR Practices of Power Sector in India - A Comparative Study of PowerGrid and Adani Power" offers valuable insights into HR management within the power sector, it is crucial to acknowledge some limitations.

Firstly, the study's sample size focusing solely on two companies, PowerGrid and Adani Power, may restrict the generalizability of its findings to the broader power sector landscape. Additionally, challenges related to data availability could impede the depth and accuracy of the analysis, as access to internal HR data or disclosure of sensitive information by companies might be limited. Furthermore, contextual factors such as regional differences, regulatory frameworks, and market dynamics may not be fully considered, potentially oversimplifying conclusions. Temporal constraints could also affect the study's relevance, as HR practices are subject to change over time, and recent developments might not be fully captured. Methodological limitations, including biases in data collection or analysis, could impact the robustness of the findings, while subjectivity in interpretation might introduce inaccuracies. Moreover, the study's scope may not encompass all aspects of HR management, leading to an incomplete understanding of practices within the power sector.

Objectives of the Study

The main objectives of the research study are:

1. To study the multifarious functions of HRMs and their relevance achieving in Power Sector.
2. To study the organisational structure, employment, selection, training and development of Human Resources in PowerGrid and Adani Power.
3. To review the concept of Human Resources Management (HRM) in the changing business environment.
4. To study about the motivation factors influence the employee in PowerGrid and Adani Power.
5. To study about the effectiveness of training system as well as performance appraisal system as followed in PowerGrid and Adani Power.
6. To identify the different environmental moves, challenges faced by Power Sector company in India
7. To determine the factors affecting the formulation of HR policies in Power Sector company in India

Hypothesis of the study

1. There is a direct relationship between the HRM Practices and the performance of an organisation.
2. Human Resource Management Practices in PowerGrid is better than Adani Power.

Research Methodology

The required data relevant to the study will be collected from both primary and secondary sources in order to understand the multi-dimensional aspects.

Secondary data will be collected through Magazines & periodicals, Newspapers, Books, websites and Annual Reports of PowerGrid and Adani Power including another Power Sector Company. For Primary data Sample size of 200 each respondent from executive and non-executive staff of PowerGrid and Adani Power will be selected. The data will be collected through structured schedule of questions and is analysed with statistical indices based on Likert methodology.

Data collected from different sources will be tabulated and classified chapter-wise so as to make the study systematic and scientific. Different tables will be prepared for the purpose to concentrate on each and every aspect of the study. After tabulation of the data, an analysis will be made using different statistical tools so that the factual position of the related aspects might be found out and the reliable conclusion might be drawn. At the time of analyzing the data, various statistical and mathematical tools, such as percentage, averages, proportion, growth rate, index numbers, trend values etc. were used frequently.

Tentative Chapterisation

Chapter I: Introduction

Chapter II: A Study of Human Resource Practices of Power Sector in India.

Chapter III: A brief Profile of PowerGrid and Adani Power

Chapter IV: Comparative Study of Human Resource Management Practices between PowerGrid and Adani Power

Chapter V: Testing of Hypothesis, Conclusion, Findings and Suggestions.

(Dr. Kumar A. N. Shahdeo)
Supervisor

(Pratyusha Gupta)
Research Scholar